



## **City of Tukwila**

### **Human Services Office**

#### **Human Services Plan 2005**

#### **Narrative**

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**City of Tukwila  
Human Services Plan**

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## **I. Introduction**

The City of Tukwila's 2005 Human Services Plan, was developed over the course of the year, initiated by the Human Services Office and funded with Community Development Block Grant funds. The City contracted with Bonnie Olson, of Emerging Design Consulting, to design and implement the plan update. The intention was to develop macro-strategies for a five-year timeframe, and establish priorities to inform annual work plans and services for relevant City endeavors. This plan was developed using a wider scope than the Human Services Office alone, recognizing the many interlocking services and systems that impact human services, to seek systemic strategies that will benefit Tukwila residents in the long run. The analysis sought to answer the question; how can the Human Services Office focus more on systemic change while maintaining the existing safety net for Tukwila residents?

This report summarizes groundwork undertaken to develop City of Tukwila Human Services strategies for the next several years. It includes a summary of relevant changes within the city from the last plan done in 1998, scoping of major trends that impact human services, and core goal areas to focus the Human Services Office strategies. From this base, pivotal questions were designed to engage the community, through a written survey, key informant interviews and several focus groups. Because of funding limitations, the number of residents reached would not be considered statistically significant, but efforts were made to get samplings that reflect the diversity of Tukwila residents and human services organizations serving Tukwila. Highlights of resident feedback are included in the narrative, with a full summary in the appendices.

The strategies highlighted here, organized under several goal areas, are aimed to impact selected systemic factors that can create better outcomes and reduce underlying problems. Human services needs continue to go up while service funding remains stagnant or declines. Rather than focus on the gaps, this plan focuses on identifying core systemic issues, and by aiming to improve these factors, will improve the outcomes for Tukwila residents over time. The 2005 Human Services Plan assumes that the City will maintain its long standing commitment to basic needs services, while making adjustments to focus more time and resources on systemic and collaborative solutions that will reduce on-going needs for assistance over time.

This plan is not a complete analysis of system issues impacting human services, but highlights several core areas through which the City of Tukwila can initiate improvements. Key strategies included in this document will be presented to the Mayor's Office and City Council for consideration and approval.

Additional background documents used to develop this plan, such as regional priorities and strategies, are available upon request from the City of Tukwila Human Services Office.

## II. Updated Tukwila Characteristics

The data in this section is derived from the U.S. 2000 census, the City of Tukwila Housing Needs Assessment completed in 2004 and the Tukwila School District.

### A. Population Demographics

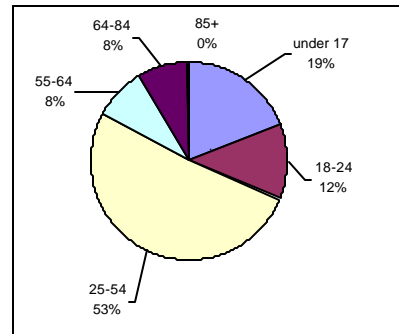
#### Age and Household Composition

The City of Tukwila continues to grow and expand. The estimated population of Tukwila was 17,240 as of April 2004. Tukwila population increased 44.7% above 1990 census levels. Annexation was the source of over half of this increase, with a growth of 2,542 persons (2.1 percent per year) within previous city boundaries.

Age breakdown:

Households:

- ❑ 55% families
  - 28.2% with minor children
  - 20.4 % female headed households, with 8% with minor children
- ❑ 45% adults with no children
  - 5.6% are seniors living alone



Statistical comparisons to 1990 data show that Tukwila has a growth in family households with minor children of over 6%, and a slight decrease in percentage of seniors, from 9% to 8.7%.

#### Racial and Ethnic Diversity

The trend of increasing diversity in the south King County region continues, with Tukwila having the greatest diversity in the region, and the highest percentage of foreign-born residents. Over the last decade from 1990 to 2000, Tukwila's white population grew by 10.3%, while all communities of color more than doubled.

Caucasian	58.6%
African-American	12.8%
American Indian, Eskimo or Aleut	1.3%
Asian	10.9%
Hawaiian or Pacific Islander	1.8%
Other Race	8.1%
Two or more races	6.5%
Hispanic origin (any race)	13.6%

26.2% of Tukwila's population in 2000 was foreign-born; the majority of these (62%) entered the United States between 1990 and 2000. This statistic is even more pronounced when reviewing the most recent data from the Tukwila School District. The Tukwila School District demographic report for January 2005, lists 2,705 students. 33% are foreign born, including fifty languages as their first language. 29.6% of students are in English Language Learner services, indicating they are recent arrivals receiving specialized services because of limited or no English skills. The largest immigrant communities with children in Tukwila schools, listed by highest number first, include children speaking: Spanish, Somali, Bosnian, Vietnamese, Samoan, Cambodian, and Russian.

## B. Income Data

Tukwila continues to have one of the highest percentages of low-income residents in the region, illustrated in the table below.

### People living in Poverty

	Population	Children	Families	Elderly
King County	8.4%	9.4%	5.3%	7.4%
S. King Co.	9.6%	12.6%	7.1%	7.3%
<b>Tukwila</b>	<b>12.7%</b>	<b>18.0%</b>	<b>8.8%</b>	<b>7.7%</b>
Auburn	12.8%	15.3%	10.2%	8.8%
Burien	9.4%	13.1%	6.9%	6.1%
Des Moines	7.6%	9.6%	5.6%	2.8%
Kent	11.6%	12.5%	6.9%	6.5%
Federal Way	9.3%	16.7%	8.7%	9.3%
Renton	9.7%	13.5%	7.0%	8.4%
SeaTac	11.5%	15.5%	9.8%	8.1%

Source: US Census 2000

56% of Tukwila school children receive free lunch, an additional 10% receive reduced cost lunch. This indicates among households with children, the majority of families with school age children struggle with low incomes.

Economic analysis produced in September 2004 by the Kent Chamber of Commerce lists data on jobs in Tukwila. These statistics document 33% of jobs in manufacturing, 22% in retail and 21% in services.

### Income Disparities

Additionally, the low incomes of Tukwila households are further highlighted by large disparities by race and ethnicity. These disparities call for initiatives to widen access to better-paying jobs for all Tukwila residents. The table on the following page provides detailed comparisons.

<b>Income by Ethnicity</b>	<b>Tukwila</b>	<b>King County</b>
Caucasian/White	\$27,712	\$32,910
African American/Black	\$15,394	\$18,928
American Indian/Alaska Native	\$18,526	\$17,424
Asian	\$17,826	\$22,273
Native Hawaiian/Pacific Islander	\$17,328	\$15,486
Other	\$10,945	\$14,052
Multiracial	\$12,517	\$14,822
White not Hispanic/Latino	\$28,997	\$33,334
Hispanic/Latino	\$11,995	\$15,780

### **C. Tukwila's Housing Stock**

As detailed in the June 2004 Housing Needs Assessment, Tukwila has the lowest average rents in the south King County area, which continue to draw households seeking affordable rents from around the region. However, although the rents are comparatively lower, they are not affordable for a significant portion of Tukwila residents, as measured by federal affordability standards. Lower income households compete with higher income tenants for the same units. As documented in the needs assessment, there are gaps between the rental cost of units and affordable rates for lower income households for every unit size.

Tukwila's housing stock is predominantly multi-family, at nearly 60% of households, with almost 40% in structures of ten or more units. Tukwila also has the largest percentage of renter-occupied units in the region, at 19.8%. Additionally, the housing stock is relatively small, with 70.4% of units consisting of two bedrooms or less, and one quarter of all single family homes have less than 1,000 square feet. The recent Housing Assessment also documents a rise in vacancy rates, around 8 percent in 2003 compared to 3.5 percent in 2000.

Tukwila has approximately 312 federally subsidized rental housing units, in which tenants pay rents at 30% of their income, set by federal affordability standards. 60 of these units are project-based, owned by the King County Housing Authority, and half of these units are one-bedroom, occupied by seniors or disabled single adults. Almost two thousand low-income Tukwila residents living below the poverty level must try to match their income and their housing expenses as best they can.

### Mobility

The high mobility of Tukwila's population was highlighted in the Housing Needs Assessment, and in key informant interviews. Tukwila has one of the highest rates of mobility in the region: 54.1% of its population in the 2000 census lived in a different city four years before. Turnover of families, as tracked by children moving into or out of Tukwila schools, also documents this mobility. In Tukwila schools, the lowest mobility rate is 31%; one elementary school has a mobility rate of 86%. These children do not complete the year in the same school. Tukwila's housing stock ties into the mobility challenge: prices continue to rise for starter homes, making home ownership out of reach for many households. Mid-size homes are not located in Tukwila, and those with increased income and/or space needs relocate. The high percentage of multi-unit



housing also causes economically successful families to move out of the city, including immigrants able to buy into the American dream of single-family homes.

Another aspect of mobility is location of jobs and housing. The majority (82.6 percent) of Tukwila residents work outside the City, even though the number of jobs in Tukwila is much larger than the population. Tukwila has 44,288 jobs compared to a population of 17,240. As noted earlier, Tukwila has large job sectors in low-wage retail and services, and a high percentage of lower cost rental units; yet data shows very low overlap between living and working within the City.

## **D. Community Resources**

### Public Spaces, Parks, and Trails

Bifurcated by freeways, Tukwila lacks a city center or core focal point for building a sense of community. Westfield Shopping Center at Southcenter is a regional shopping center, rather than a city center, and lack of visible community gathering places hampers community building, neighborhood identity and civic involvement. The Tukwila Community Center is the only recognizable building available for diverse community use. However, the City of Tukwila recognizes the importance of having neighborhood gathering places. For example, its Comprehensive Plan includes a number of policies and strategies to enhance neighborhood quality, including physical enhancements for neighborhood gathering places.

City of Tukwila has twenty-six sites that include parks, walking or biking trails, and/or playfields that are spread throughout the city. A core factor in community desirability, these outdoor spaces are an important asset. Based on level of ongoing upkeep, Tukwila parks are well used, particularly the Tukwila Community Center, Foster Park and Cascade View Park.

### Education

The Tukwila School District consists of three elementary schools, one middle school and one high school. Several of the school buildings are new, attractive and have good outdoor fields. The Tukwila School District operates an ECEAP (Early Childhood Education and Assistance Program) and an Even Start program. Even Start is a whole family approach to language and literacy built around adult basic education, parenting education, early childhood education and parent and child interactive literacy activities. Data described above documents the high percentage of low-income students, high mobility of families, and great diversity by race and ethnicity.

The Tukwila School District, like many other school districts, faces financial challenges. Test scores for the Washington Assessment of Student Learning (WASL) is a prominent measure used to calculate Adequate Yearly Progress (AYP). The district has seen improvements in test scores and met AYP in the 2004-2005 school year. The test breaks down results by demographic groups, and the district needs to ensure that it continues to work on eliminating achievement gaps.

Although Tukwila does not have any institutions of higher learning within its borders, it is surrounded by community colleges, the most accessible education resource for lower-income adults. South Seattle Community College, Highline Community College, and Renton Vocational Training Institute all serve adults in the region, including Tukwila residents. These institutions are all involved in aspects of workforce training and/or ESL (English as a second language) and vocational training programs.

### Transportation

The City of Tukwila's location sits at the center of several highways, is half way between Seattle and Tacoma, and near the SeaTac airport. Tukwila is accessible by private automobile, but much less so by public transportation. Metro bus service has Southcenter as a focal point, with only limited routes on major Tukwila streets. Some Tukwila neighborhoods are not accessible by public transportation and the limitations of Metro routes present difficulties for those relying on public transportation.

Regional light rail is already under construction. This offers an opportunity for new development around the station, as well as improving regional access. The light rail will not provide benefits, however, for transportation needs within the City. Lack of accessible transportation continues to be a barrier for low-income residents, both to access services within the city and to travel between work, school and home. Dependence on private cars creates heavy financial burdens on low-income residents.

### **E. Capital Developments**

Several major developments are in the planning stages now, which may offer some opportunities to address human and community needs for the City of Tukwila. Westfield Shopping Center Mall will have a 500,000 square foot expansion just south of the current mall parameters. Tukwila South is undergoing development that may include housing; it will develop over 20 years and is expected to be a major employment center. Sound Transit will be redesigning and constructing a permanent station in Tukwila for Sounder Commuter Rail and Amtrak passenger service. First phase of the project will include parking for cars and transit and pedestrian facilities.

A 300-unit condominium development with about 5,000 square feet of retail space is planned for the property north of the station. Tukwila's plan for the urban center at Southcenter designates the area surrounding the station for "transit-oriented development" calling for a more urban mix of uses, including retail, office, restaurants and entertainment. This district is envisioned as an active, mid-rise area with pedestrian oriented streets.

### **III. City of Tukwila Human Services Investments**

#### **A. Human Services Office**

City of Tukwila awards and monitors contracts to non-profit organizations to deliver human services to Tukwila residents. \$307,500 was awarded in contracts for 2005-2006, to twenty-four organizations, with specific grants to thirty-two programs. The majority of these awards are small grants that, in collaboration with other regional funders, ensure the stability of vital services in the south King County region. Services are spread broadly to children, families, immigrants and refugees, and seniors, and include:

- ❑ Urgent and basic needs for food, shelter, medical and dental care, domestic violence and sexual assault services, homeless prevention and infant clothing;
- ❑ Senior meals and transportation assistance;
- ❑ Youth counseling, school based drug and alcohol services, and family support services;
- ❑ Maternal health, parenting education;
- ❑ Adult literacy and ESL classes;
- ❑ Information and referral services.

City policies and grant requirements strive to encourage communication among grantees, and encourage cultural competency and multi-lingual access for Tukwila's diverse population.

The City's two full-time staff in the Human Services Office provide a wide range of services. The office provides residents with a one-stop clearinghouse of information on local social and health services, as well as the central point for other City personnel that encounter residents or situations that may need human services intervention and support.

Human services staff participate in regional bodies that craft policies and collaborative efforts regarding human services, and create linkages between different City sectors, organizations and human service providers for collaborative planning and improved service delivery.

The Human Services Office has overseen the use of Tukwila's Community Development Block Grant (CDBG) funds, which came as a pass-through of federal funds from King County. Over the past five years (2000-2005) \$1,313,703 has been awarded. Almost half of this amount has supported housing-related programs, to maintain the quality of Tukwila's single-family homes or to assist first time homebuyers. Most of the remainder has supported nonprofits capital needs or community facility projects. A small amount has been used for planning purposes, including this Human Services Plan update.

#### **B. Other City Departments**

The chart on the following page outlines the many investments in human services by City of Tukwila Departments. Strategies recommended in this plan will take these various roles into account, and establish a base from which collaborative efforts may be designed that meet multiple department goals. Of particular note are:

Police Department: interfaces with human services issues on a regular basis, through community policing, domestic violence response and service referrals, and a full range of other crime and safety concerns. The department manages the Crime Free Multi-Housing Program and trains apartment managers, and contributes to the Reinvesting in Youth program which redirects juvenile justice funds for prevention purposes.

Parks and Recreation Department operates recreation programs for all ages, including pre-school, school-age children, teens, adults and seniors. Sports programs, arts and crafts, nature-based activities and various field trips are staffed by City personnel, and utilize community volunteers. Additionally, the department provides vital, quality out-of-school activities for children both at the Community Center and at the Tukwila School District. Senior activities are offered at the Tukwila Community Center. Scholarship funds for low-income children, families and seniors are available on a limited basis.

Mayor's Office: in addition to providing overall strategic direction, the Mayor's Office oversees the Human Services Office, supports the Equity and Diversity Commission and recently appointed an Economic Development Administrator. Once revenues permit, the Volunteer Coordinator position will be re-established. It is expected that this person will initiate and help implement special projects to meet local needs, such as production of multi-lingual informational brochures. The Economic Development Administrator will partner with the Human Services Office to establish projects and programs to increase the economic stability of Tukwila residents. The Mayor's Office supports the close collaboration between the Human Services Division and other city departments.

## City of Tukwila

## Investments in Quality of Life

Mayor's Office	Parks & Recreation	Community Development	Police	Finance	Public Works	Fire Dept
<ul style="list-style-type: none"> <li>Supervise and administer City government. Provide overall strategic direction</li> <li>Ensure economic vitality- Encourage business development (E.D.)</li> <li>Equity and Diversity Commission</li> <li>Help community access human services (H.S.)</li> <li>Enhance partnerships/ (H.S) promote collaborations</li> <li>Target core areas (HS) for systemic change</li> </ul>	<ul style="list-style-type: none"> <li>Provide before and after school programming</li> <li>Provide co-op preschool</li> <li>Provide Activities for teens</li> <li>Senior Citizen support services</li> <li>Income tax assistance</li> <li>Financial planning class</li> </ul>	<ul style="list-style-type: none"> <li>Ensure safe and habitable places to live</li> <li>Providing city's fair share of affordable housing</li> <li>Enhance neighborhood quality</li> </ul>	<ul style="list-style-type: none"> <li>Engage, maintain and build on neighborhood partnerships</li> <li>Crime Hot Spots</li> <li>Response to domestic violence</li> <li>Engage, train and work with apartment owners and managers</li> <li>Involvement with South King County Community Network</li> </ul>	<ul style="list-style-type: none"> <li>Utility bill finance difficulties</li> <li>All-around fiscal support for human service programs</li> </ul>	<ul style="list-style-type: none"> <li>Disaster preparedness, emergency operations</li> <li>Utility connection assistance</li> <li>Enhanced neighborhood quality</li> <li>Safety/efficiency of locally controlled transportation.</li> </ul>	<ul style="list-style-type: none"> <li>Community Education around safety and fire prevention</li> <li>Ensure safe and habitable buildings and businesses</li> <li>Addressing needs of vulnerable seniors</li> </ul>

### **C. Innovative Projects**

In addition to the wide-range of investments in human services within the departments, the City has a history of initiating innovative projects that meet the needs of multiple constituents and bring different community sectors together. These projects all illustrate unique solutions to community needs:

- ❑ Crime Free Multi-Housing is a partnership between the Police Department and the rental property community to create a safe living environment in multi-family properties. Owner/manager training emphasizes consistent applicant screening, environmental design safety enhancements to the property and a zero tolerance to drug and weapons related offenses on the property. Tenants learn about Neighborhood Watch and their role in keeping their property a safe and attractive place to live. Police Department records analysis show that properties that have regularly maintained their participation in the CFMH program and applied its principles have significantly fewer calls for police service than non-participating properties.
- ❑ The Tukwila Apartment Managers' Network meets periodically to discuss issues of concern in the rental property community and speakers of interest provide timely information regarding topics such as liability, safety issues, legislative changes and the eviction process, etc.
- ❑ The Safe Nights Program, in which hotels donate rooms for domestic violence victims. Initiator Officer Karen Sotace plans to expand its current 15-bed capacity.
- ❑ Safety in Overnight Lodging – Tukwila Municipal Code requires that the Police Department track all calls for police service at each hotel and motel in the City. This information is distributed to each property to help short-term accommodations business owners protect their goods and employees by implementing environmental safety design recommendations. Hotel and motel owners and their staff receive training from the PD's Crime Prevention Unit in guest screening, detecting indications of criminal activity on their property.

## **IV. Human Services System Update**

### **A. Data Highlights**

Data shows that level of unmet needs remain large or continues to grow.

- ❑ There continues to be a chronic need for financial assistance as documented in calls for assistance to both the Crisis Clinic and the City of Tukwila's human services office. By far, the majority of calls are for assistance with rent, utilities, food, and emergency shelter.
- ❑ There are only 263 licensed childcare slots in Tukwila. Childcare is often the single largest expense in raising a family. Average child care costs in south King County range from

\$378/month for school age children, \$662 for toddlers, and \$808/month for an infant (up to one year old). Child Care Resources has trained many immigrant and refugee women to operate home-based childcare, and many are starting their own businesses, both supporting themselves and providing a vital service to families in their communities. However, many need additional training and support in aspects of business management.

- ❑ Use of services for seniors has been increasing. The Volunteer Senior Transportation Program is providing more rides to fewer individuals, and with rising fuel costs, this program may be at risk.
- ❑ The Tukwila Community Schools Collaborative maintains a waiting list at Tukwila schools. Program outcomes document improvements in student test scores, and a much lower rate of family mobility among program participants compared to the general school population.
- ❑ South FACES (Family and Children Early Support) completed a child development pilot study of Latino families with young children in Tukwila. They found a lack of culturally and linguistically appropriate services for Latino families in Tukwila, many experiences of discrimination and racism, and lack of access to information and resources because of the language barrier. The study's recommendations are included as an appendix. Their findings match the feedback from immigrant focus groups conducted for the Human Services Plan, which are summarized later in this report.

## **B. Strong Networks**

The City of Tukwila and the local region have strong, long-standing networks, in which consensus has been reached on collective priorities to strengthen communities and support residents in need. Many of the networks listed below are multi-disciplinary, cross-jurisdictional, and have done great work to establish mutually agreed strategies. The City of Tukwila participates in many of these organizations and can build on these community commitments. This planning process will review some of these strategies to assess the most effective City roles that address priority City goals. Relevant documents from groups listed below are available upon request to the Human Services Office.

- ❑ United Way's South Community Council
- ❑ South King Council of Human Services
- ❑ South King County Community Network
- ❑ FACES (Family and Child Early Support)
- ❑ South King County Food Bank Coalition
- ❑ South King County Human Services Forum

## **C. New Initiatives**

Large private foundations have recently focused on Tukwila and surrounding areas, making major commitments for family and children services.

- ❑ Tukwila Community Schools' Collaborative is a 501c3 agency working within the Tukwila schools to develop full service community schools throughout the district. TCSC is dedicated to youth development through educational enrichment before, during and after the school day; family literacy and support services; health services; character and leadership development; and life skills. TCSC partners with the City and School District for substantial in-kind services to support students and families
- ❑ Family Literacy Centers are planned for each of Tukwila's schools, to address literacy as a way to increase family stability. Using a curriculum model designed in Utah, the new project will offer parent services a few days per week, including reading, computer use and ESL classes. One site partners with a local Somali serving agency.
- ❑ The Northwest Area Foundation has recently made a \$10 million, 10-year commitment to focus on poverty reduction in the local region. The strategic plan, developed with extensive community involvement, includes many priorities that are important for City of Tukwila residents. With other funding partners, this initiative has become BuRSST (Burien, Renton, SeaTac, Skyway, Tukwila) and details of its' focus are included at an appendix.

Nonprofits have responded to the continuing movement of diverse populations to the South King County area.

- ❑ Refugee Women's Alliance (ReWA) has opened a new office for refugee and immigrant family services on International Boulevard. Though the office is physically in Sea-Tac, it serves Tukwila families.
- ❑ Airport Jobs, a nonprofit closely associated with the Port of Seattle, places diverse job applicants with jobs and training at SeaTac airport. To date (August 2005) they have placed fifty-six Tukwila residents in jobs. They recently added higher education support services to airport employees, and will be expanding services further as part of the BuRSST initiative.

The Public Health Department of Seattle and King County has recently updated the Health Planning Areas, with Tukwila and SeaTac now its' own planning area instead of being part of a larger entity. This provides an opportunity for closer collaborative planning with the Health Department to more particularly meet the health needs of Tukwila residents.

#### **D. Faith Based Community**

Tukwila based churches have been meeting under the Church of Tukwila umbrella (One Church, Many Congregations). Their combined efforts, in addition to what they contribute individually, to coordinate resources and respond to community needs has resulted in a closer working relationship with the Human Services office. They are in the process of surveying their congregations to assess their resource capacity and promote matches with community needs. They maintain an active website with information around their ministries, partnerships, calendar and more.



## **E. Service Clubs and Foundations**

Two Tukwila Rotaries, as well as the Children's Foundation are immensely helpful in contributing to meeting needs within the community. Their support helped develop the Tukwila Food pantry, provided scholarship money for recreation, supported the starting of Family Literacy Centers and assisted individual children with tangible needs.

## **V. Trends**

### **A. Federal Funds**

Community Development Block Grant: A proposed federal budget was being considered that would have eliminated HUD CDBG funds, folding existing funds through a new formula to the states. In an effort to streamline administration and reduce overhead, Tukwila will no longer receive a pass-through allocation, but will compete for the funds among a wide range of needs and interests in the South King County sub-region.

Continuing reductions to Public Housing entities means, at best, King County Housing Authority must be innovative to maintain existing housing stock. No local expansion of subsidized housing units can be expected over the next four years.

The federal focus on anti-terrorism may pull more resources away from regional support for a wide variety of endeavors that impact community stability, economic growth and human services.

### **B. Welfare Reform**

As a result of welfare reform, major focus on job training and placement, wage-progression services, vocational ESL, and specific job sector strategies have been developed by public entities and nonprofits. King County Jobs Initiative, Airport Jobs, and new vocational programming provided by community colleges are local examples. Innovative collaborations between education institutions, governments, employers and non-profits work to place diverse low-income populations into jobs can be further encouraged. This is an expanding sector within human service systems.

The City recently hired an Economic Development Administrator within the Mayor's Office. There may be creative business strategies that can focus on benefits for Tukwila residents, either as wage earners or business owners. Additionally, the South King County Business Plan, recently unveiled in the fall of 2005, provides collaborative opportunities to focus on economic stabilization for low-income Tukwila residents. The self sufficiency strategies of the South King County Business Plan can be received upon request to the Human Services Office.

### **C. Community Outcomes and Results Accountability**

The evolution of results-based tracking continues to develop more of a systems-view. New 'whole system models' to target and assess environmental, community-wide indicators, in addition to individual service outcomes, is providing new tools to assess community impacts. The City of Kent, for example, is developing a very useful model of community health that supports integration of policies all aimed at creating an environment that supports healthy families and healthy communities.

### **D. Technology**

Increasing use of technology in human services can lead to better data collection, tracking of client outcomes, and has the potential to support tracking of community-wide indicators. Investment in technology for data collection, collaboration and evaluation can save time and reap benefits; however, this requires adequate funding for full implementation to be effective.

### **E. Human Services Best Practices**

The following are a few selected best practices that are particularly relevant to City planning activities:

- ❑ Strengthening Community Assets has been accepted as an effective systems' method to create long-term results. Some changes have been made in local human services to emphasize assets rather than deficits, yet much more can be done to highlight an assets approach.
- ❑ Research on development of healthy communities highlights the importance of capacity building: building strong community institutions and increasing residents' capacity for mutual support. Elements of resident involvement, leadership, and ability to impact their environment are important in building a sense of community and neighborhood identity. The central role of supportive relationships has been documented as vital for healthy communities as well as children's services.
- ❑ Program models with a full-spectrum of services or integrated service design are effective ways of meeting multiple goals with easy access for low-income populations. Multi-service centers, "one-stop" community service centers, and use of school buildings as community centers continue to gain support. Service models, for example, can provide youth activities simultaneous with parent training, vocational/job training integrated with ESL.
- ❑ Service models that meet multiple needs for immigrant and refugee communities, provided by bilingual and bicultural staff, are most effective. Recognition and inclusion of ethnic community leaders and supporting cultural communities' capacity for self-help offer multiple benefits for encouraging stable ethnic community institutions. Diverse community institutions benefit the whole community, by supporting full participation of residents in community life and strengthen relationships and mutual support across race and class.

#### **IV. Strategic Directions and Resident Input**

This plan strives to take a systems' view of resident needs. Rather than look at partially filling the unmet needs, the historic approach to funding human services, a strategic vision to impact core contributing factors has a greater potential to improve conditions for Tukwila residents over time.

Challenges:

- ❑ Needs continue to grow while City investment remains level;
- ❑ High mobility frustrates efforts for long-term improvements;
- ❑ Diverse languages and cultures of Tukwila residents present challenges for access to services, employment and civic participation.

The next step in this goal development process was to engage a sampling of Tukwila residents, within limited resources. Through a survey, focus groups and selected interviews, participants responded to selected core goals. Resident input was used to inform the development of a strong strategic focus, while maintaining the vital safety net so many in the community relies on.

##### **A. Core Goal Areas**

###### **➤ More Stable and Improved Incomes for low-income residents**

Inadequate income lies at the base of much of the chronic needs that the human services system tries to alleviate. Recent changes in public and nonprofit service delivery focuses on increasing incomes with job training and placement. The City of Tukwila can align with and contribute to strategies adopted by partners and collaborating entities.

###### **➤ Increase Resident Stability**

Services provided to residents that move frequently reduces the ability of providers to support long-term improvements. 55% of Tukwila residents are families, a large percentage low income with young children and highly mobile. This instability takes additional tolls on children and parents: financial costs of relocating, school instability, transportation challenges, and lack of connection to community supports.

Providing incentives, encouragement and support that motivate residents to remain in Tukwila would ensure that service benefits are locally retained, reduce the stress and strain on populations impacted by high mobility and the systems that serve them.

###### **➤ Support Community Capacity Building**

Over the long term, strengthening a community's capacity to create their own solutions could result in a more involved citizenry that relies less on government and outside assistance to meet it's needs and goals. This includes solid infrastructure of institutions and healthy sectors – nonprofits, volunteer associations, local business, schools, faith based organizations, accessible government services and interrelationships between them.

➤ **Increase Sense of Community**

Research has shown that people with a strong sense of community experience a good quality of life, have relationships that promote health and civic involvement, and a multitude of other benefits. The City of Tukwila can play a systems role by creating the community conditions that enable residents to improve their lives, strengthen relationships and mutual support, through emphasis on healthy and pleasing environments, and opportunities for involvement, culture, arts and other community activities.

➤ **Increase Coordination**

There is a wealth of opportunity for increased coordination and collaboration in Tukwila. Several community sectors have established communication channels and some levels of coordination: human service providers, faith based organizations involved in community service, apartment managers, chambers of commerce. A major goal would be to move to genuine collaboration: joint partnerships where members support each other's success and provide complementary roles to meet common goals. Tukwila residents would greatly benefit from genuine collaboration, as would the organizations participating in them. Fostering stronger communication and encouraging collaborations across sectors could bring multiple positive results. Community sectors include schools, non-profits, faith based organizations, business, education and job training, private foundations and local government.

**B. Community Input Highlights**

Through engaging a sample of key constituents in the City of Tukwila, feedback was gathered to gain insight on these strategic themes. A written survey instrument was developed in English and Spanish and collected at several Tukwila community events. Sixty-one surveys were completed by Tukwila residents. Focus groups were conducted with human service providers, school district personnel and faith-based organizations. Subcontracts with informal community leaders enabled us to conduct well-attended focus groups with several refugee/immigrant communities in their own languages. Food was provided and on-site childcare when needed. The written survey form and summary, list of focus groups and summary are attached as appendices.

Additionally, the Department of Community Development conducted a survey in 2003 as part of the update of the City's Comprehensive Plan. About 50 surveys were returned in likes and dislikes of Tukwila were similar to what was identified in the recent focus groups. The 11 page results of the survey are available through the Department of Community Development.

➤ **More stable and improved incomes for low-income residents**

Focus groups and interviews all confirmed the assessment that lack of adequate income is the primary driver of unmet human services needs. This was voiced in the meetings with human service providers, school personnel, and refugee/immigrant focus groups.

- Immigrants and refugees all emphasized learning English as the key to better income.
- Families and schools also raised the need for youth jobs and internships.

Increased focus on jobs and earning capacity was a consistent theme among all forms of community feedback. Almost half of the surveys responded that it was very important to have a higher income. One third checked the option that living and working within Tukwila would have a positive impact on their life. All refugees/immigrants, with the exception of seniors or disabled community members prioritized access to better jobs.

There was a high interest in starting small businesses. A participant said in the church focus group: “Small business keeps money in the community, large business takes it out.” Many within the refugee/immigrant focus groups expressed an interest in learning how to open businesses here, and many Muslims would need alternative financing options that don’t charge interest, due to religious considerations.

### ➤ **Increase Resident Stability**

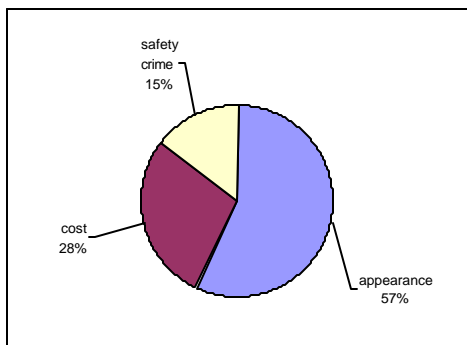
The condition of Tukwila’s housing stock was a recurrent theme. Across the spectrum of focus groups, participants want better housing, more housing choices, and ability to be upwardly mobile or increase family size and stay in Tukwila.

- Issues of poor housing conditions and “problem apartment buildings” were raised repeatedly, both as a reason for instability among the lowest income residents and a reason to move among those with more resources.
- Need for larger units for families was also mentioned, both for low-income large families and middle-income families who leave Tukwila when their family grows.
- Increase home ownership opportunities was a common theme.

Immigrants need access to information about housing laws and tenant rights in their own language. Many examples were raised where immigrants felt taken advantage of by apartment managers because they don’t know the rules, such as charging them for basic repairs.

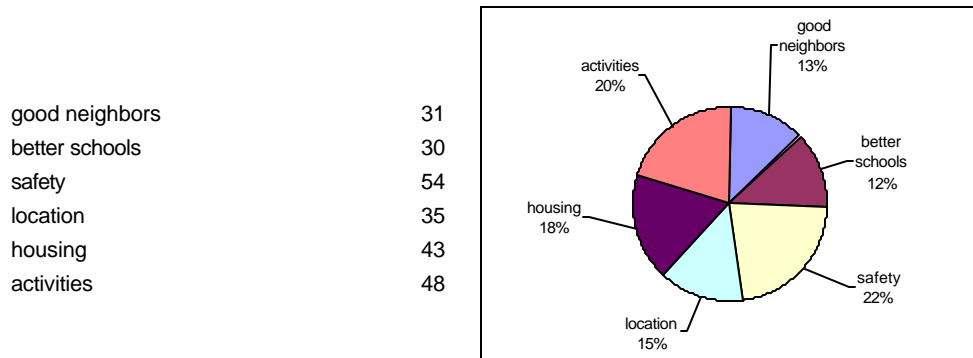
Sense of fear or lack of safety was high among surveys and focus groups. This can be a major factor in mobility and a major motivator to relocate. Several survey responses illustrate the important factors for this sampling of Tukwila residents is summarized in tables in this section.

Survey Question #10. What needs to be improved the most about Tukwila’s housing?



Appearance	31
Cost	15
Safety/crime	8

Survey Question#14. Tukwila would like more people to make Tukwila their home. What would encourage you to stay in Tukwila?



### ➤ Support Community Capacity Building

Tukwila has a diverse, multi-lingual population but has monolingual institutions. The access to basic services and information barely exists for non-English speakers. Having multilingual capacity among staff in Tukwila institutions and agencies would produce a multiplicity of benefits.

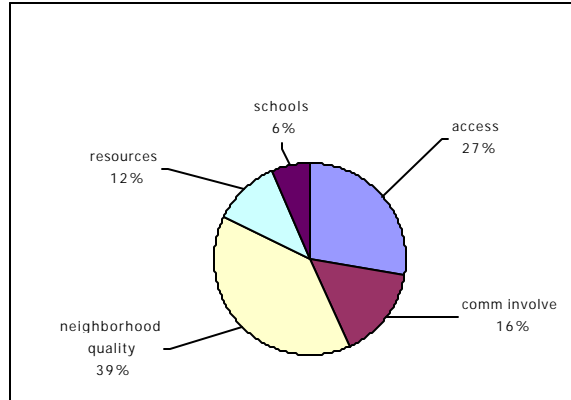
- In the three focus groups conducted with immigrant communities, the only resources they named were nonprofits that served their linguistic community, even if these agencies were far outside of Tukwila. No “mainstream” nonprofit was named as a place they go for help or assistance.
- Availability of ESL classes is limited in capacity and scope. Without English skills, immigrants cannot access the most basic services, from reporting an apartment code violation, to using the library, to speaking directly with their children’s teachers. The few individuals who are translators, either in their employment or as volunteers, are swamped with requests to help negotiate every aspect of life.
- Within the Tukwila School District, the lack of multi-lingual capacity is a major barrier to positive family interactions with the schools, and most on-site human services in the schools are in English-only. Immigrant parents expressed a strong desire to be involved in or knowledgeable about their children’s school, but are unable to communicate.

There was unanimous desire for more communication from the City. All focus groups desired more information, more opportunity to have discussions and input with City staff. Better communication with the Police Department was specifically named. With crime and safety issues being rated a top concern, there would be great interest in meetings with this theme. Immigrant focus groups expressed a desire for support from the police and better understanding of the law and access to assistance, both regarding crime and housing rules and regulations.

### ➤ Increase Sense of Community

There was consistent positive feedback from Tukwila residents that they like their neighbors, and feel welcome in their neighborhoods. All groups were interested in more community activities, and immigrants expressed a desire to share their culture and learn from others.

Survey Question #12. What do you like most about living in Tukwila?

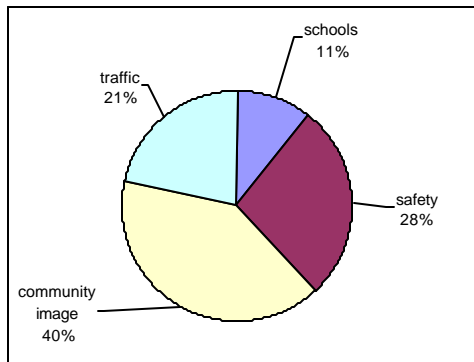


access	26
Community involvement	15
neighborhood quality	37
resources	11
schools	6

When asked what they like most about living in Tukwila, survey respondents specified:  
 20 - location, 17 - neighborhood/amenities, 15 - services, 10 - diverse people/culture,  
 6 - schools, 5 - relationships, 5 - civic involvement. Respondents specifically mentioned  
 the parks, trails, and the mall.

Safety concerns were mentioned repeatedly in focus group discussions, particularly around Pacific Highway. People are very concerned about crime. In the surveys, crime and lack of safety was mentioned twice as much as other items in the question about what people disliked about living in Tukwila.

Survey Question #13. What do you dislike about living in Tukwila?



Safety	13
Community image	19
Traffic	10
Schools	5

Transportation problems were raised among the immigrant focus groups. This included concerns for children traveling between school and home and difficulty accessing different parts of the city on public transportation.

Increasing a sense of neighborhood identity was discussed in the session with City department heads. Lack of neighborhood centers or gathering places was seen as a factor in low neighborhood identification. The Bosnian focus group also listed need for more community centers.

➤ **Increase Coordination**

Several faith-based organizations support efforts to establish a building as a multi-service center. They are eager to expand their current efforts that focus on food banks, ESL classes and refugee support, after-school tutoring and a homeless ministry. This is an optimal time to establish collaborative partnerships with other sectors as they embark on a new level of community service. The faith-based focus group expressed a desire for closer working partnerships with nonprofits and city government.

Many innovative ideas were suggested for improved coordination and to initiate collaborations within and across sectors during interviews and focus groups.

- Business/community linkages: “hire our people first”
- Youth jobs and internships, support information technology programs in schools
- Business support for nonprofit and school needs
- Linking church members as volunteers with agencies and for services in the City
- City play an active role in jobs partnerships
- Increase police outreach/community liaison activities
- Expand cultural/multilingual agency presence in the schools
- Welcome wagon: school, city, metro
- Schools/city/business proactively working together: mini team meetings

Focus group participants consistently responded that they had good relations with their neighbors and “if we work together we can improve things”. There was an interest in more interaction among different cultural groups. This is consistent with the survey respondents, who listed Tukwila’s diversity, relationships and availability of civic involvement as positive reasons to live here.

Tukwila School District staff expressed a strong desire for stronger coordination and partnerships, both with the City and with nonprofits and business groups. School district leadership is open to increased use of school buildings for community activities in off-school hours. They specifically mentioned an interest in career development options for youth, literacy programs, and hiring of interpreters.



## **Additional Feedback**

- Tukwila School staff listed challenges in preparing children for academic achievement: more than 50% were related to parent issues. However, little parent-involvement efforts are offered in the Tukwila schools.
- Refugee and immigrant focus groups mentioned that offering training and classes, such as ESL, without providing childcare means it is inaccessible for women with young children.

## **Policy Considerations**

These goal areas and the community feedback received raised many issues for consideration as human services strategies are developed. Some of these include:

- The Human Services Office may want to consider a set-aside amount to support economic self-sufficiency.
- The City may want to dedicate some staff resources to collaborate with others that focus on jobs, training, or other income-generating services, to maximize the benefit for Tukwila residents of regional efforts.
- Continued and increased outreach methods to diverse populations may be called for, including community meetings, trainings on tenant rights, police services, etc.
- The Human Services Advisory Board may need to take a close look at existing allocations with a view to these system strategies.

## **VII. Strategy Recommendations**

The following strategy recommendations are offered for deliberation, adjustment and adoption. It is the intention that this long-term, system's approach will enable the City of Tukwila to use this foundation as they set goals for future funding cycles.

### **A. Self Sufficiency**

Long term vision: Multiple avenues exist for Tukwila residents to stabilize or improve their incomes, enabling them to meet their basic needs as well as achieve a good quality of life. Human services programs can adequately meet the needs for critical and episodic support, while enabling many residents to achieve sustainable solutions.

#### Human Services Office Strategies:

1. Support programs and initiatives designed to increase residents' ability to meet their basic needs, including Asset Development. Asset Development refers to a broad range of efforts to increase household economic security and stability, including increasing skills and removing barriers for earning capabilities, and building financial assets.
2. Consider policy changes (shifting proportion of contract dollars) to support targeted nonprofits providing services to increase resident income. This may include but not be

limited to: job training and placement, small business development, financial literacy, vocational ESL, individual savings accounts, education on predatory lending.

3. Proactively collaborate to implement the South King County Business plan. The plan targets collaborative projects to increase low-income households' self sufficiency, which may include South King County cities, community colleges, employment programs, non-profit agencies, financial institutions and foundations. See the appendix for details.
4. Continue to coordinate or link with regional initiatives, maximizing benefit to Tukwila residents that support earning capacity. For example, the new initiative BURSST (Burien, Renton, SeaTac, Skyway, Tukwila), partly funded by the Northwest Area Foundation, will be investing considerable resources over the next ten years to increase earning capacity of low-income people, including expanding Airport Jobs.

Additional Strategies for consideration:

5. Consider a campaign that could be undertaken by the City and partners, perhaps called "Tukwila Works", which encourages and supports living and working within Tukwila. This may include linking local business employment opportunities with adult and teen residents seeking jobs, partnerships between business and local organizations or schools, special incentives such as transportation benefits, publicity for business, etc.
6. As part of the small business support in the South King County Business Plan, ensure inclusion of culturally-specific child care businesses, with business and financial planning training and coaching.

**B. Decrease Mobility**

Long term vision: The City of Tukwila enjoys an ever increasing percentage of City residents committed to staying in Tukwila.

Human Services Office Strategies:

1. Increase resident satisfaction with Tukwila as a place to live:
  - a) Increase home ownership through support for first-time homebuyer programs.
  - b) Increase feelings of safety – continue collaboration on crime prevention and outreach with the Tukwila Police Department to targeted neighborhoods and populations.
2. Continue and possibly expand city activities to rehabilitate and maintain Tukwila's rental housing stock.
3. Continue to be aware of and improve Tukwila's image, and promote its positive attributes and amenities, including Tukwila's convenient location, parks and trails, and its' population diversity.

Additional Strategies for consideration:

4. Continue communication and collaboration with the Tukwila Department of Community Development to promote policies that:
  - a) promote a full range of housing options – start-up homes, middle-income homes, housing for larger families, attractive apartment complexes with amenities.
  - b) promote mixes of new housing, including innovative housing options, such as workforce housing, increased density, etc.
5. Create a cross-department team to focus on quality housing.
6. Support the Tukwila Community Schools' Collaboration to provide programmatic enhancements and information linkages.

**C. System Capacity – the strength, health and effectiveness of local organizations and institutions**

Long term vision: Tukwila is a vibrant, attractive community with multilingual institutions that reflect its multilingual population. Community institutions collaborate with each other and recognize their interdependence, maintaining a seamless system that is effective and accessible for all Tukwila residents.

Human Services Office Strategies:

1. Continue facilitating communication among nonprofit service providers through the quarterly human services meetings. Encourage linkages and collaboration through information sharing and discussion of innovative projects.
2. Recognize the value and special role of the faith-based community in providing human services, and seek ways to support them.
  - a. Training for faith-based organizations and their volunteer programs assisting people in need toward sustainability. Provide up-to-date information in area services for referrals
  - b. Support linkages between faith-based programs and other sectors.
3. Continue linkages with the Tukwila School District and explore additional initiatives, such as:
  - a. co-located services
  - b. use of school buildings for community activities
  - c. Family Literacy Centers, providing general support and promoting information sharing among human services providers.
4. Continue to support cross-sector projects, such as the Safe Nights Program, in which hotels donate rooms for domestic violence victims.

5. Support Board development for nonprofits, such as training.

Additional Strategies for consideration:

6. Continue apartment management training to reduce crime, tenant turnover, and compliance with landlord/tenant rights.
7. Support increased communication among different sectors within Tukwila, such as: nonprofits, business, faith-based organizations, city, school district, higher education, and private foundations. Over time, build collaborations that have multiple benefits for Tukwila residents.
8. Consider initiating collaboration with multiple partners, resulting in a holistic set of services that enables the whole family to progress. A successful collaborative model could bring multiple benefits to the partners and residents who use the services. For example, the Safe Nights Program required collaboration between domestic violence agencies, the police department and local hotels.
9. Promote improvement of cultural competency of Tukwila employees as well as contractors to better meet residents' multiple needs, as referenced in Goal D below.
10. Sponsor training in collaboration for nonprofit providers and other interested organizations.

**D. Equitable Access**

Long term vision: All members of the diverse City of Tukwila have access to the full range of services and resources to fully participate in and contribute to community life.
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Human Services Office Strategies:

1. Translate prioritized human service materials into other languages - start small, low cost efforts that address major concerns of community members and provide vital information to meet their needs. For example, landlord tenant laws and rights are of great interest to immigrant communities. With information in their own language, they are better equipped to resolve problems.
2. Plan several language specific meetings a year with other departments and/or nonprofits. Utilize this input and strengthened relationship to better serve Tukwila residents.
3. Seek training for City staff and nonprofits in cultural competency. Utilize this information to make additional improvements in policies and services, and share these learnings at Human Services Provider meetings.
4. Consider policy changes that encourage contracting agencies to increase equitable access to services for a wide range of Tukwila residents, such as additional funds or increased

points in rating applications. This could include the multi-lingual, multi-cultural capacity of contracting agencies and increased language/culture-specific services for special populations. A priority area for policy change may include school-based services.

5. Provide outreach and technical assistance to enable small, specialized providers to access Tukwila human services funds.

Additional Strategies for consideration:

6. Continue to support innovative, cost-effective programs that enable access for people with disabilities. For example, Tukwila Department of Parks and Recreation joined with other cities to offer more accessible programming.
7. Increase funding for ESL classes, or otherwise support expansion of ESL availability, including hours of operation, locations, and related support such as childcare.
8. Seek a pilot project (multiple partners) to effectively create multilingual capacity in a local public institution, such as libraries, schools, or city department. Look at successful models for examples, such as the banking industry or health services. This might be a job placement/training program that hires multi-lingual staff to increase access to and involvement in basic resources for those with limited English skills.
9. Expand appreciation for the diversity in the City of Tukwila with cultural programs, resident-initiated community exchanges, and diverse participation in leadership training, under the guidance of the Equity and Diversity Commission.
10. Sponsor training for employers, in partnership with others, focused on hiring and maintaining a diverse workforce.

**E. Community Capacity Building**

Long term vision: Every Tukwila neighborhood has a positive, proactive core of residents invested in their community with strong community ties.
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Human Services Office Strategies:

1. Improve communication with neighborhoods – more outreach to communities and neighborhoods from City staff regarding City services.
2. Support leadership development: For residents aimed to increase their ability to take initiative, mobilize their communities for self-help and mutual support. For City staff aimed to increase skills in facilitating public meetings and increase communication skills with residents.

Additional Strategies for consideration:

3. Encourage use of other public access spaces for neighborhood and community-building use. This may include the schools, libraries, apartment complexes and business spaces.
4. Create or reconsider funding a Community Liaison position (formerly Volunteer Coordinator) to assist with implementing a number of strategies that are adopted.

**F. Departmental Collaboration**

Long term vision: Tukwila's city departments effectively collaborate on priority projects, supporting mutual goals and increasing their effectiveness and efficiency.
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Human Services Office Strategies:

1. Continue to seek cross-department projects and initiatives for mutual benefit, such as:
  - Land-use/housing/code enforcement and human services
  - Police/crime prevention/property owners and managers/human services providers
  - Parks and recreation/specialized and targeted populations
2. Use mid-managers meetings to identify mutual goals and coordinate efforts.
3. Continue to support and encourage innovative programs by other City departments, such as the Crime Free Hotel/Motel Program and the Safe Nights Program.
4. Maintain communication with the Economic Development Administrator regarding self-sufficiency efforts and community initiatives.